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ORD-5458-72

18 SEP 1972

**MEMORANDUM FOR:** Chief, Administrative Support Staff/DDS&T

**SUBJECT** : Leadership and Executive Development

**REFERENCE** : a. DDS&T-2002-72 dated 5 July 1972

b. ORD 2921-70 dated 24 April 1970,  
subj: Role of Younger Officer in ORD

1. This description of the ORD procedures and practices used to assist management in planning employee career development is forwarded as requested in Reference "a." A subcommittee of the ORD Career Service Panel (CSP) currently is revising the Competitive Evaluation and Promotion Policy which was established in 1966 and, in addition, has drafted a Career Development Plan which will be supported by a checklist and rationale on Career Evaluation Techniques. The latest thinking along these lines is covered briefly in later paragraphs.

2. The Chairman of the CSP is the DD/ORD; he is supported by permanent members who are Divisions Chiefs. The responsibility of the Panel is to consider activities brought before it concerning the careers of GS-10 through GS-14 personnel and to recommend action for the consideration and approval of the D/ORD. A Special Panel with concerns for GS-09 and lower graded personnel and composed of the DD, EO, C/SS, and the Personnel Assistant has been functioning for some time and completes the other area of ORD career responsibility. The Special Panel is guided by the same policies used by the CSP, but the evaluation criteria are tailored to the pertinent group. Final approval of the recommendations of this panel also rests with the D/ORD.

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3. The purpose of the ORD Competitive Evaluation and Promotion Policy is to provide effective guidelines for use in considering employee promotions and, in some cases, new job assignments and formal training recommendations. The consideration of promotability necessitates evaluation of each person as an individual as well as with relation to his peers. The results of this effort serve to identify those with leadership and executive potential and aid in determining the individuals expected to progress the most as a result of additional training or reassignment.

4. It is well known that knowledge in science and technology gained through formal education rapidly becomes obsolete if not continually updated. Consequently, ORD has placed great emphasis on a strong training program for its employees. Annual expenditures for professional training over the past five years have ranged from \$13,710 to \$28,421. During FY 1971 there were [ ] ORD attendees involved in [ ] training programs. In FY 1972 there were [ ] attendees in [ ] programs.

5. This interest in continuing education has also prompted ORD, in conjunction with OTR, to study the need within the Agency for courses more directly related to solving the problems of obsolescence of knowledge. As a result, pilot courses in Engineering Systems Analysis have been presented to Agency personnel during the past 18 months. These courses and their benefits will be evaluated, and it is expected that OTR will decide on future courses of action based on these indications.

6. As was mentioned earlier, evaluations are taken into account in deciding the value and advisability of personnel rotation and reassignment. During the past five years, [ ] ORD Project Officers have been involved in TDY assignments which, in most cases, have been beneficial in increasing the breadth of knowledge of the individual. Such assignments also have exposed other organizations to the capabilities and quality of the individual as well as

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the capabilities and services of the organization he represents. TDY rotation has involved OSI, OEL, CRS, TSD, Medical Services, Security, CRS, Finance, Logistics, and Auditing.

7. Reassignments over the past several years have served the same purpose and have provided two additional benefits: (a) an opportunity for satisfaction and promotion in the new job, and (b) an opportunity for new talent to be brought in as a replacement.

8. Honor and merit awards and OSI's which may be generated by a supervisor or the CSP are used by ORD to recognize effort and achievement. These indicators of leadership also are utilized by management to aid in identifying individuals whose careers warrant special development.

9. The current plans to strengthen the guidance and development of careers will encompass such items as employee goals, education, and work experiences required to achieve these goals. This plan will be prepared by the ORD employee in conjunction with his Division Chief, reviewed by the CSP, and updated annually. His present technical and managerial capabilities and strengths would be included for evaluation, plus the additional technical and managerial capabilities to be developed by future experience and training. The plan would be laid out with one-, three-, ten-year, and lifetime goals. Training inside and outside the Agency and work experiences desired would be spelled out. This information will be used in CSP evaluations, and benchmarks of progress will be established, e.g., degree, publication of a paper, completion of patent application, and specialized training courses. Attempts will be made to encourage individuals to pursue self-development within the competitive environment.

10. The initiation of program analysis within ORD will improve the ability to determine organizational needs as applied to goals and future operations. This would aid in ascertaining the talent required and, in turn, point toward the development and training which should be pursued.

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11. As mentioned in paragraph 3 of Reference "b," ORD Project Officers are required to present their R&D projects to management for approval. The work that is done by these officers in preparing to present this information to the various levels of management exposes them for recognition. Their capabilities thus become known on a direct basis to upper echelon supervisors. This further enhances the identification process.

12. In paragraph 5 of Reference "b," an opportunity to involve younger employees in developing careers for their peers was suggested. This opportunity would be provided through panels reviewing the qualifications, education, and opportunities of fellow officers with the objective of recommending future training, job assignments, etc. This information would be passed on to the formal CSP for approvals or modification. Such a "youth panel" would provide a feeling of closer participation in the control of their careers and destinies. It would, therefore, improve morale and offer support to the formal career boards which are already established.

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**Executive Officer  
Office of Research and Development**

**Attachment:  
Reference b**

**Distribution:**

O&1-Addressee, w/att  
1-C/SS/ORD, wo/att  
1-EO subj, wo/att  
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